



Designing for Quality in Higher Education Facet by Facet

**Annual Meeting
Final Program**

**Western Academic Leadership Forum
Sheraton Salt Lake City Hotel
April 26-28, 2017**

**Western
Academic
Leadership
Forum**



Designing for Quality in Higher Education Facet by Facet

About the Western Academic Leadership Forum

The Western Academic Leadership Forum (Forum), founded by the Western Interstate Commission for Higher Education (WICHE), provides a unique venue where the West's top academic leaders share perspectives on current issues to help inform their future decision making and leadership, as well as engage in planning and developing innovative regional initiatives addressing common concerns. Through the Forum, you will find colleagues eager to share the lessons they've learned from tackling challenges like the ones you're facing and others with special expertise who will lend you expert advice and assistance. Together, we will help build a stronger future for higher education in the West.

Who Should Attend

- Provosts, vice presidents and directors of academic affairs, and directors of research from public and private bachelor's, master's, and doctoral institutions.
- Chief executive officers and chief academic officers of systems and statewide agencies.
- Other staff with expertise in the program topic areas, who are accompanying those above at their invitation.



Phyllis 'Teddi' Safman
Forum Chair
Assistant Commissioner
for Academic Affairs,
Utah System of
Higher Education (retired)

Message from the Chair

As chair of the Western Academic Leadership Forum, I welcome you to our annual meeting and to the beautiful state of Utah. The theme of this year's conference is "Designing for Quality in Higher Education Facet by Facet." Although higher education does not have a clear definition of 'quality,' we recognize it in how we teach, how our students demonstrate learning, and how we collaborate with colleagues to steadily improve our enterprise. The concept of 'facet' is demonstrated in the honey comb built collaboratively by bees which you see in the unique cover design of our conference brochure. For us, 'facet' means the phases and elements of how we approach and approximate quality. Our joint reading *Teaching Small* by James Lang, our presentations on assessment and assignment design, the panel on quality, and our discussion on underprepared students and inclusive diversity all contribute to our understanding of quality and how to get there. Incidentally, Utah is called the 'Beehive' state. Thus, the picture of a honey comb captures the character of the state's industrious people and the intent of this meeting: working together to build upon and recreate quality in our enterprise. We'll have some very stimulating discussions over the next few days and leave with new ideas and a path to quality that will be demonstrated facet by facet in our classrooms, in the work of our faculty and students, and in the decisions we make as academic leaders.

Schedule at a Glance

Wednesday, April 26

Sheraton Salt Lake City Hotel

8:30 a.m.- 5:00 p.m.	Registration Open
9:00 a.m. - noon	Western Academic Leadership Academy Seminar (2016 Cohort)
Noon- 1:00 p.m.	Lunch for 2016 Academy's Cohort and Executive Committee
1:00- 4:30 p.m.	Executive Committee Meeting (<i>executive committee members only</i>)
5:30- 6:30 p.m.	Opening Reception
6:30- 8:30 p.m.	Dinner, Welcome and Keynote – Improving Lives, Growing Our Economy, and Strengthening Our Democracy

Thursday, April 27

7:30 a.m.-5:00 p.m.	Registration Open
7:30- 8:15 a.m.	Breakfast
8:15- 8:30 a.m.	Welcome and Meeting Overview
8:30- 9:30 a.m.	Teaching Big and Small: Creating Transformational Learning for Our Students
9:30- 9:45 a.m.	Break
9:45- 10:45 a.m.	Making Assessment Matter to Faculty and Students: Supporting the Design and Use of Effective Assignments
10:45- 11:00 a.m.	Break
11:00- 12:15 p.m.	The Dilemma of Defining Academic Quality
12:15- 1:15 p.m.	Awards Luncheon
1:15- 1:30 p.m.	Break
1:30- 2:30 p.m.	The Call for Race, Equity, and Inclusion
2:30- 3:30 p.m.	Soundback: Addressing Strategies and Questions Posed by Panelists
3:30- 3:45 p.m.	Break
3:45- 4:45 p.m.	Diversifying the STEM Pathway: A Look at Successful Approaches

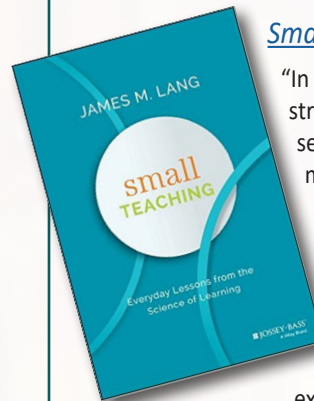
Dinner on your own

Friday, April 28

7:30- 8:45 a.m.	Breakfast and Forum Membership Meeting
8:45- 9:00 a.m.	Break
9:00- 10:00 a.m.	High Quality Learning Experiences: Adaptive Learning Platforms and Collaborative Learning Spaces
10:00- 10:15 a.m.	Break
10:15- 11:00 a.m.	Lightning Round: The Future is What You Make It!
11:00- 11:30 a.m.	Crystallizing Quality: Reflections
11:30- 11:45 a.m.	Meeting Wrap-Up and Adjournment

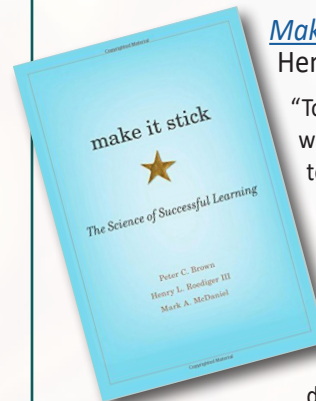
Suggested Reading

Descriptions for the first two books were retrieved from Amazon.com on August 31, 2016.



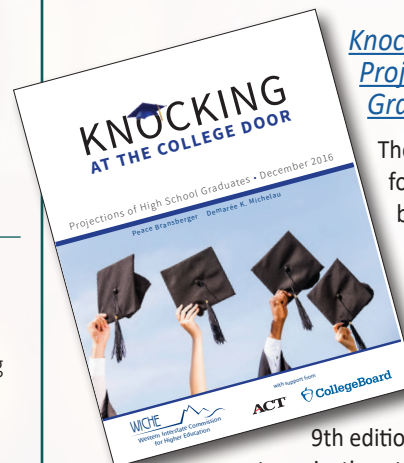
Small Teaching by James Lang

“In *Small Teaching*, James Lang presents a strategy for improving student learning with a series of modest but powerful changes that make a big difference—many of which can be put into practice in a single class period. These strategies are designed to bridge the chasm between primary research and the classroom environment in a way that can be implemented by any faculty in any discipline, and even integrated into pre-existing teaching techniques.”



Make it Stick by Peter C. Brown and Henry L. Roediger III

“To most of us, learning something “the hard way” implies wasted time and effort. Good teaching, we believe, should be creatively tailored to the different learning styles of students and should use strategies that make learning easier. *Make It Stick* turns fashionable ideas like these on their head. Drawing on recent discoveries in cognitive psychology and other disciplines, the authors offer concrete techniques for becoming more productive learners.”



Knocking at the College Door: Projections of High School Graduates

The Western Interstate Commission for Higher Education (WICHE) has been producing high school graduate forecasts for over 30 years, for use by a wide and diverse audience of policymakers, enrollment managers, college counselors, schools and school districts, researchers, and the media. This 9th edition of *Knocking at the College Door* presents projections through the class of 2031-32 by state and race/ethnicity.

Keynote Speaker – Joseph A. Garcia



Joe Garcia was appointed President of WICHE in June 2016. He served as the Lt. Governor of Colorado and as the Executive Director of the Colorado Department of Higher Education, beginning in 2011. He had previously served on the WICHE Commission for nine years, including serving as its chair in 2011. During his time as Lt. Governor and as the SHEEO for Colorado, Garcia focused on increasing equity in outcomes for all students, particularly those from low income backgrounds and communities of color.

Prior to being elected Lt. Governor, Garcia served as President of Colorado State University-Pueblo, which was named the 2008 Outstanding Member Institution by the Hispanic Association of Colleges and Universities during his tenure. He also served as President of Colorado's second largest community college, Pikes Peak Community College, where he was twice named President of the Year by the State Student Advisory Council. His previous public service positions included serving as a member of the Cabinet of Gov. Roy Romer and as a White House appointee under President Bill Clinton at the Department of Housing and Urban Development. He also was employed in the private practice of law for 10 years at the law firm of Holme Roberts & Owen, where he became the first Hispanic partner in the 100 year history of the firm. Garcia earned his B.S. in Business at the University of Colorado-Boulder and his J.D. from Harvard Law School.

Nominate a candidate for 2017's Western Academic Leadership Academy!

An exciting year-long
professional development
program for a cohort of talented
academic leaders.

Details at
www.wiche.edu/forum/academy



Program Sessions and Speakers

Pre-Meeting Activities

Wednesday, April 26

Sheraton Salt Lake City Hotel

8:30 a.m. - 5:00 p.m. Registration Open

Canyons Lobby

9:00 a.m. - noon Western Academic Leadership Academy Seminar (2016 Cohort)

Solitude

Noon - 1:00 p.m. Lunch for Academy's 2016 Cohort and Executive Committee

Sundance

ACADEMIC SEARCH

1:00 - 4:30 p.m. Executive Committee Meeting (*executive committee members only*)

Solitude

5:30 - 6:30 p.m. Opening Reception

Canyons Lobby

6:30 - 8:30 p.m. Dinner, Welcome and Keynote – Improving Lives, Growing Our Economy, and Strengthening Our Democracy

Arches Ballroom



We are living in challenging times, but also times of great promise. As never before, we have the opportunity to make a difference in the lives of millions of students from very diverse backgrounds in socio-economic class, academic preparation, interests, and abilities. We are finding new ways to more effectively serve our increasingly diverse population. In doing so, we are not only improving their lives and earning capacity, we are also building our communities and increasing our economic competitiveness. Just as importantly, we are developing engaged citizens who will chart the path for the future of our nation – from how we value one another, to the importance of education, to our responsibility in ensuring world peace and planet sustainability. As academic leaders, we could not have a more important role. Now is the time for us to press forward with renewed energy and more determination than ever before!

Introducer:

Teddi Safman, Forum Chair, Utah System of Higher Education (USHE) (retired)

Speaker:

Joe Garcia, President, WICHE



Thursday, April 27

7:30 a.m. - 5:00 p.m. Registration Open

7:30 - 8:15 a.m. Breakfast

Arches Ballroom

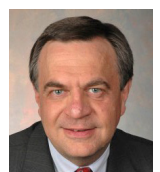
8:15 - 8:30 a.m. Welcome to Utah

Canyons Ballroom

David Buhler, Commission of Higher Education, USHE

Meeting Overview

Teddi Safman, USHE (retired)



8:30 - 9:30 a.m.

Teaching Big and Small: Creating Transformational Learning for Our Students

Improving teaching at the college and university level requires both a vision for the future and practical strategies for implementation. If we pay close attention to new research from the learning sciences, it can help us both articulate long-range objectives and identify the pathways forward. Creating deep, transformational learning experiences for our students requires creative thinking about the role of the university in the community and new visions of the roles that students play in our courses.

Introducer:

Gail Burd, University of Arizona

Speaker:

James Lang, Assumption College (MA)



9:30 - 9:45 a.m.

Break

9:45 - 10:45 a.m.

Making Assessment Matter to Faculty and Students: Supporting the Design and Use of Effective Assignments

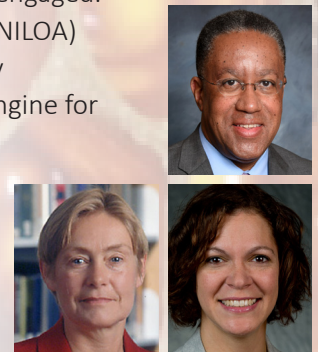
National surveys of campus work on the assessment of student learning outcomes point to the need for greater faculty engagement. This challenge comes with high stakes since assessment is unlikely to make a difference for students if faculty members are not engaged. Accordingly, the National Institute for Learning Outcomes Assessment (NILOA) has been working with campuses to develop and use more intentionally designed assignments as a way to make assessment a more powerful engine for improvement.

Moderator:

Loren Blanchard, California State University Office of the Chancellor

Speakers:

Pat Hutchings and Natasha Jankowski, National Institute for Learning Outcomes Assessment



10:45 - 11:00 a.m.

Break

11:00 - 12:15 p.m.

The Dilemma of Defining Academic Quality

Academic quality is part of virtually every university strategic plan as well as the central focus of accreditation standards. In the past, this has often been defined by a series of input measures such as the percentage of faculty with terminal degrees. Today, the call is to identify outcome measures – but which ones? This session will discuss how institutions and systems can define and be held accountable for academic quality in a sea of uncertainty with multiple constituents, and the role of the provost in meeting that challenge.

Moderator:

Jim Moran, University of South Dakota

Speakers:

Linda George, Portland State University (OR)
Norm Jones, Utah State University



12:15 - 1:15 p.m.

Arches Ballroom

Awards Luncheon

The Academic Leaders Toolkit – a joint project of the Forum and the Western Alliance of Community College Academic Leaders – will announce the winner of this year’s competition.

Presenter:

Joe Cline, University of Nevada, Reno



1:15 - 1:30 p.m.

Break

1:30 - 2:30 p.m.

Canyons Ballroom

The Call for Race, Equity, and Inclusion

In 2016 campuses saw a call, and in some cases demands, for greater accountability for culturally relevant pedagogy, equitable classroom climate, culturally specific resources, and greater faculty diversity. How do we as provosts ensure that we are attuned to implicit biases, curricular reform, and hiring and retention practices?

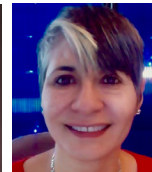
Moderator:

Sona Andrews, Portland State University

Speakers:

Debra Daniels, University of Utah

Luz María Gordillo, Washington State University Vancouver



2:30 - 3:30 p.m.

Soundback: Addressing Strategies and Questions Posed by Panelists

Join the table with the number corresponding to the one on the back of your badge for an opportunity to share perspectives on this important topic and to ask some questions of your colleagues about their efforts and successes in this arena.

Discussion Leader:

Gail Burd, University of Arizona

Roundtable Hosts:

Karen Carey, University of Alaska, Southeast

Jack Crocker, Western New Mexico University

Tom DiLorenzo, University of North Dakota

Quinn Koller, Utah Valley University

Graham Oberem, California State University, San Marcos

Carl Rieber, University of Nevada, Las Vegas

Randy Spaulding, Washington Student Achievement Council

Paul Turman, South Dakota Board of Regents

3:30 - 3:45 p.m.

Break

3:45 - 4:45 p.m.

Diversifying the STEM Pathway: A Look at Successful Approaches

What does the minority student population look like in the future for the West's higher education institutions? What are some successful approaches to broaden participation in the STEM fields at the baccalaureate level by historically-underrepresented students (e.g. African Americans, Hispanics/Latinos, Native Americans, and Pacific Islanders)? What are some effective ways to help support and transition these undergraduates to graduate STEM programs and the workforce? Our panelists will provide answers to these and other questions about ensuring minority readiness to succeed in STEM fields.

Moderator:

Renny Christopher, Washington State University Vancouver

Speakers:

Alison Gammie, National Institutes of Health

A. James Hicks, National Science Foundation

Demarée Michelau, WICHE



5:00 - 7:00 p.m.

Sundance

Reception by Pearson



Pearson

Dinner on your own

7:30 - 8:45 a.m.

Canyons Ballroom

Breakfast and Forum Membership Meeting

8:45 - 9:00 a.m.

Break

9:00 - 10:00 a.m.

High Quality Learning Experiences: Adaptive Learning Platforms and Collaborative Learning Spaces

Find out how an adaptive and personalized learning technology platform is making a real difference in student learning at more than 500 institutions worldwide. Then learn about The University of Arizona’s ten new Collaborative Learning Spaces, ranging in size from 24 to 264 students, which have propelled a cultural change at that institution. These spaces were created as part of its UA STEM Project – one of eight projects funded three years ago by the Association of American Universities to improve undergraduate STEM education.

Moderator:

Laura Woodworth-Ney, Idaho State University

Speakers:

Dror Ben-Naim, Smart Sparrow

Jane Hunter, University of Arizona



10:00 - 10:15 a.m.

Break

10:15 - 11:00 a.m.

Lightning Round: The Future is What You Make It!

Join the table with the number corresponding to the one on the back of your badge to share some of your exciting ideas about the future. What will your institution’s or state’s classrooms be like? How will you ensure that quality is the primary driver for achieving this vision?

Discussion Leader:

Gail Burd, University of Arizona

Table Hosts:

John Cech, Montana University System

Sam Gingerich, University of Alaska Anchorage

Brian Jersky, California State University, Long Beach

Alan Lamborn, Colorado State University

Nicol Rae, Montana State University

Ruth Watkins, University of Utah

11:00 - 11:30 a.m.

Crystallizing Quality: Reflections

We’ve heard about so many different ways that quality is being addressed in various facets of higher education. Are there some common themes we see across these efforts? What are some of the new challenges that have bubbled to the surface? What will we do differently when we leave here today?

Introducer:

Teddi Safman, Utah System of Higher Education (retired)

Speaker:

Joe Garcia, WICHE



11:30 - 11:45 a.m.

Meeting Wrap Up & Adjournment

The average worker bee produces about 1/12 teaspoon of honey in her lifetime.



Congratulations to the 2017 Academic Leaders Tool of the Year

Desk Manuals

Portland State University

The Academic Leaders Toolkit is a peer-reviewed repository of decision making tools used by academic leaders and their staffs to implement changes at their institutions and systems. By exchanging information on tools, colleagues aid one another in advancing the quality and efficiency of higher education in the West and beyond.



"... only the honey bee improves the environment and preys not on any other species."

– Royden Brown

Forum Executive Committee

ALASKA

Samuel Gingerich
University of Alaska Anchorage

ARIZONA

Gail Burd
University of Arizona

CALIFORNIA

Loren Blanchard
The California State University Office
of the Chancellor

COLORADO

Alan Lamborn
Colorado State University

HAWAI'I

Risa Dickson
University of Hawai'i System

IDAHO

Laura Woodworth-Ney
Idaho State University

MONTANA

John Cech
Montana University System

NEVADA

Joe Cline
University of Nevada, Reno

NEW MEXICO

Dan Howard
New Mexico State University

NORTH DAKOTA

Thomas DiLorenzo
University of North Dakota

OREGON

Sona Andrews
Portland State University

SOUTH DAKOTA

Paul Turman
South Dakota Board of Regents

UTAH

Phyllis (Teddi) Safman, Forum Chair
Utah System of Higher Education
(retired)

WASHINGTON

Renny Christopher
Washington State University
Vancouver

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Kate Miller
University of Wyoming

Hosts and Sponsors

Special appreciation goes to our host:



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Membership in the Western Academic Leadership Forum

The Western Academic Leadership Forum is open to new, eligible members. Members are public and private, bachelor's, master's, and doctoral institutions, university system offices, and state governing and coordinating boards in the WICHE states. The members are represented by provosts, academic vice presidents, chief executive officers, and chief academic officers from system and state governing and coordinating boards.

Member Benefits

- ▶ An active listserv for instant access to advice from your colleagues across the region.
- ▶ Complimentary registration fee for each member's official representative attending the Forum.
- ▶ Discounted registration fees for guests of the official representative who are staff with special responsibility or expertise in the Forum's topic.
- ▶ Opportunity to participate in and lead innovative initiatives addressing regional concerns.
- ▶ Access to a very knowledgeable and helpful network of colleagues who can serve as an invaluable resource year-round.
- ▶ Opportunity to recommend candidates for participation in the Western Academic Leadership Academy.

Apply Today!

www.wiche.edu/forum/membership

Biographical Information on the Speakers

Dror Ben-Naim is the founder and CEO of Smart Sparrow, a recognized pioneer in personalized, adaptive education technology, with offices in Sydney and San Francisco. Previously, Dror led a research group in Intelligent Tutoring Systems and Educational Data Mining at The University of New South Wales – the groundwork for Smart Sparrow. Today, he is an adjunct lecturer at UNSW, where he obtained his B.S. in physics and computer science and Ph.D. in artificial intelligence and education, a professor of practice at Arizona State University, and associate director of its Center for Education Through eXploration.

Debra Daniels, LCSW, has been the assistant vice president for Women’s Enrollment Initiatives since 2014 while concurrently serving as the director for the Women’s Resource Center since 2003, both at the University of Utah. She is responsible for overseeing all operations while creating innovative partnerships that positively impact the full range of experiences for women as they pursue their educational and professional goals. Prior to that, Daniels was executive director of client services at the Rape Recovery Center and director of prevention services at the YWCA of Salt Lake City. Daniels has spent a number of years working on issues related to women, non-violence and social justice both in the community and academic setting. An activist and advocate, she continues to be a voice for those who have been marginalized in political, educational and social justice dialogue.

Linda George is a professor of environmental science and management department at Portland State University. Her research and teaching interests involve the modeling and measurements of urban air pollutants and the intersection of environmental justice, gender and class as it influences policy in air quality and climate science. She has been active in shared governance throughout her career, serving on many faculty senate leadership committees. Currently, she is the chair of the newly formed faculty senate academic quality committee. George received her B.S. in chemistry from Loyola University of Chicago and her Ph.D. in environmental science/chemistry from Portland State University.

Luz María Gordillo is associate professor and program leader in the department of critical culture, gender, and race studies at Washington State University Vancouver. She’s the author of *Mexican Women and the Other Side of Immigration: Engendering Transnational Ties*. Gordillo collaborated in publishing *Three Decades of Engendering History: Selected Works of Antonia I. Castañeda*. Gordillo’s current work investigates gendered assumptions during the tenure of the Eugenics Record Office, 1910-1939. Gordillo received her B.A. in film and photography from Brooklyn College, an M.A. in media studies at the New School, and a Ph.D. in history from Michigan State University.

A. James Hicks is program director at Louis Stokes Alliances for Minority Participation (LSAMP) at the National Science Foundation (NSF). Prior to becoming the LSAMP Program Director, Hicks served as chairperson and professor of biology, and later dean of the college of arts and sciences at North Carolina Agricultural and Technical State University. In recognition of his commitment to scholarly excellence for minorities, the South Carolina-LSAMP program (in 2006) established the A. James Hicks Leadership Award in his honor. He received his B.S. degree in biology from Tougaloo College, earned the Ph.D. in botany at the University of Illinois-Urbana and received postdoctoral training, at the Missouri Botanical Garden, St. Louis.

Jane Hunter is the director of academic resources and special projects at University of Arizona whereby she is responsible for coordinating campus-wide efforts to promote strategies that improve student learning. She plays an important role in the University of Arizona Learning Initiative which is designed to enhance and support student learning through integrated initiatives for faculty and students. Hunter oversees efforts to develop new collaborative learning spaces on the UA campus and leads efforts to ensure that faculty and their instructional teams are prepared to take advantage of the unique learning environments that collaborative learning spaces provide. Hunter spent many years in industry working with technology-based firms in engineering and leadership positions. She earned her B.S. in mechanical engineering and her Ph.D. in higher education from the University of Arizona.

Pat Hutchings is a senior scholar with the National Institute for Learning Outcomes Assessment (NILOA). Her work has focused on a variety of strategies for creating a campus culture of teaching and learning: student learning outcomes assessment, assignment design, integrative learning, the peer collaboration and review of teaching, and the scholarship of teaching and learning. Prior to her work with NILOA she was senior scholar and vice president at The Carnegie Foundation for the Advancement of Teaching. She received her B.A. from Northwestern University and a Ph.D. in English from the University of Iowa.

Natasha Jankowski is director of the National Institute for Learning Outcomes Assessment (NILOA) and a research assistant professor with the department of education policy, organization and leadership at the University of Illinois Urbana-Champaign. She has served NILOA in one role or another since its formation in 2008 and previously worked with the Office of Community College Research and Leadership (OCCRL). Jankowski received her B.A. in philosophy from Illinois State University and an M.A. in higher education administration from Kent State University. She received her Ph.D. in higher education from the University of Illinois.

Norman Jones is professor of history at Utah State University and chair of the Utah Regents' Task Force on General Education. He is senior fellow of the Association of American Colleges and Universities, the chair of the College Board Advanced Placement Higher Education Advisory Council, and a member of Lumina Foundation's Degree Qualifications Profile/Tuning Advisory Group. He is the former director of general education and curricular integration at Utah State University, where he was head of history for eighteen years. For nineteen years he has organized the Utah System of Higher Education's "What is an Educated Person?" conference on general education issues.

James M. Lang is a professor of English and director of the Center for Teaching Excellence at Assumption College in Worcester, Massachusetts. He is the author of *Small Teaching: Everyday Lessons from the Science of Learning* (2016) and *Cheating Lessons: Learning from Academic Dishonesty* (2013). He writes a monthly column on teaching and learning for the *Chronicle of Higher Education*. He has a B.A. from the University of Notre Dame, an M.A. in English from St. Louis University, and a Ph.D. in English from Northwestern University.

Demarée K. Michelau is the vice president of policy analysis and research at the Western Interstate Commission for Higher Education (WICHE). In this role, she manages WICHE's policy analysis and research unit and oversees externally-funded projects related to adult learners, projections of high school graduates, college access and success, and the development of a multistate longitudinal data exchange. The author of numerous reports and policy briefs, she also has experience in a variety of higher education policy issues, including articulation and transfer, equity and attainment, accelerated learning options, college affordability, common academic standards, and K-16 reform. Previously, she worked for the National Conference of State Legislatures as a policy specialist. Michelau received her bachelor's degree in public law from Northern Illinois University and her master's degree and Ph.D. in political science from the University of Colorado at Boulder.

Local Attractions

Salt Lake City combines the amenities of a large metro area with the opportunity to take advantage of year round outdoor recreation within minutes in every direction. An attractive, safe, and growing city, Salt Lake offers unequalled views, a thriving economy, exciting nightlife, remarkable history, the warm hospitality of a small western town, and *The Greatest Snow on Earth™*. Below are a few possibilities if you arrive before the meeting begins or stay afterwards.

Arches National Park (www.nps.gov/arch)

Arches National Park is a visual delight that boasts the greatest density of natural arches in the world. Sweeping vista views of delicate arches, fins and spires team up with the fragile soil to give the park its unique appearance.

Canyonlands National Park (www.nps.gov/cany)

Canyonlands National Park is primitive and elemental with natural puzzles of canyons, cliffs and mesas divided by the rushing Colorado and Green Rivers. Explore the maze-like landscapes for a mosaic of color, form and curve. Petroglyphs show evidence of past human civilizations.

Family History Library (<https://familysearch.org/locations/saltlakecity-library>)

The Church of Jesus Christ of Latter-day Saints is serious about preserving its genealogy records. All Family History Library record originals are kept at the Granite Records Vault in the mountains near the mouth of Little Cottonwood Canyon, but the digital information is available to everyone.

Great Salt Lake (<https://utah.com/great-salt-lake-state-park>)

The Great Salt Lake and its islands provide outstanding scenery and recreational opportunities in northern Utah. It is one of the most asked-about tourist destinations in Utah. A remnant of the massive ancient Lake Bonneville, the lake is now landlocked and its waters are salty. It is the largest lake between the Great Lakes and the Pacific Ocean, and is the largest saltwater lake in the Western Hemisphere.

Temple Square (<http://www.temple-square.com/>)

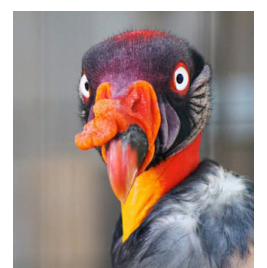
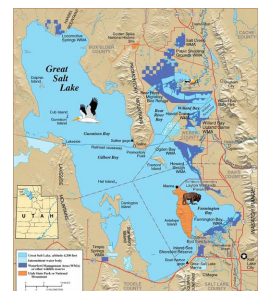
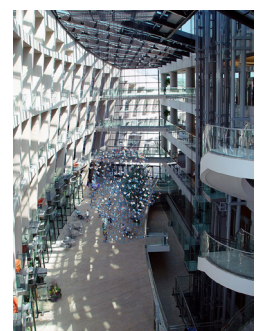
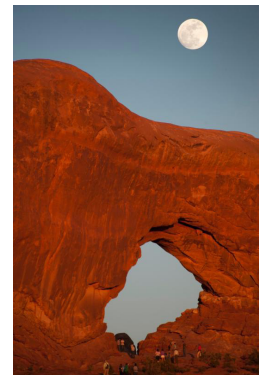
Come experience the variety of wonderful attractions available on the 35 acres of Temple Square located in the heart of Salt Lake City! Examples include Salt Lake Temple, Mormon Tabernacle Choir, and The Beehive House.

Tracy Aviary (<http://tracyaviary.org/>)

You'll hear Tracy Aviary before you see many of the 400 birds residing there, many of which are rare or endangered. At the south end of Liberty Park, the aviary is open year-round.

Utah Olympic Park (<http://utaholympiclegacy.org/>)

Likely Utah's most complete Olympic legacy attraction, this park is home to the bobsled, luge and skeleton track; the K90 and K120 Nordic jumps; the Alf Engen Ski Museum; 2002 Eccles Olympic Museum, and extensive photographs and a film.

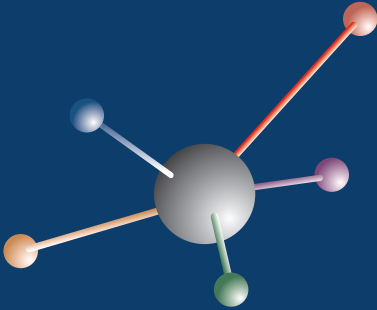


No budget for sophisticated science equipment?

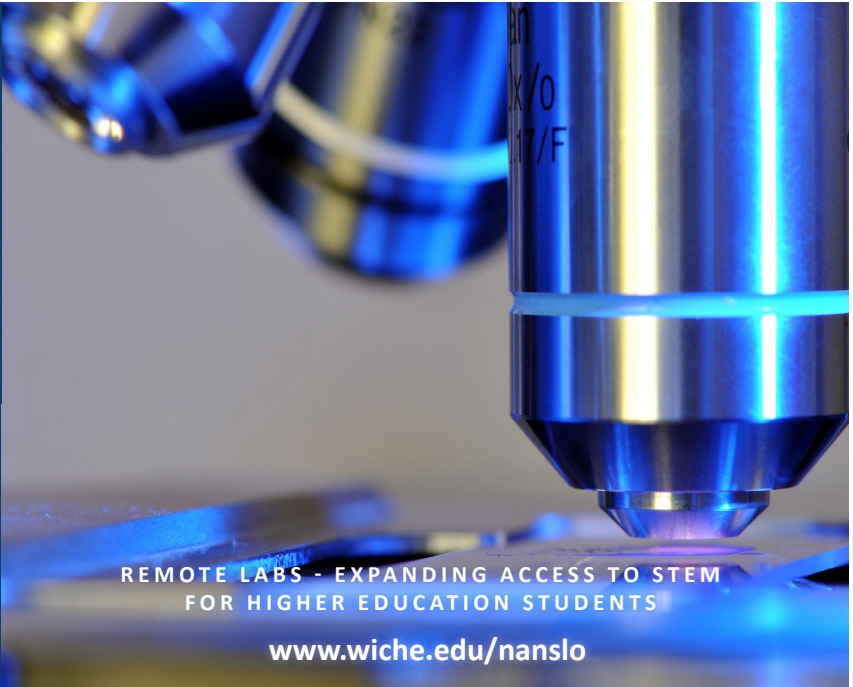
No laboratory space?

No flexibility?

No problem!



NANSLO
NORTH AMERICAN NETWORK
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REMOTE LABS - EXPANDING ACCESS TO STEM
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Like most insects, honey bees have compound eyes that are made up of thousands of tiny lenses called facets. Scientists think that each facet in a compound eye takes in one small part of the insect's vision. The brain then takes the image from each tiny lens and creates one large mosaic-like picture.

Image of honeybee eye showing facets accessed November 17, 2016, from <https://scienceinquirer.wikispaces.com/Microscope>

For more information about the Forum, please contact:

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While you are here, talk to

- **Pat Shea**, Director of Academic Leadership Initiatives, WICHE
- **Teddi Safman**, Utah Representative, Passport Review Board
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